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IN THIS ISSUE . . .

UNDERSTANDING MUNICIPAL PUBLIC RELATIONS 2
Eva Aronfreed

PUBLIC RELATIONS—A BULWARK OF DEMOCRACY 11
R. A. Paget-Cooke

WHY NOT BETTER PRESS CLIPPING SERVICE? 16
Harold J. Gerberg

THE "NEW LOOK" OF CORPORATE PHILANTHROPY 20
David M. Church

AN ADVENTURE IN PUBLISHING: THE FIRST FIVE YEARS . . 26
Howard Penn Hudson

REGULAR FEATURES: In and About This Issue, 1 / Scanning the Professional Journals, 24 / Book Reviews, 32.

THE QUARTERLY REVIEW OF PUBLIC RELATIONS

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Published quarterly for members of the American Public Relations Association. Available to non-members by subscription.

• PR REVIEW PUBLISHING CORPORATION 1960

Subscription rates: $4.00 per year. Foreign, $4.50. Single copies, $1.00.

Printed in the United States of America by COLORTONE PRESS, Washington, D. C.

FALL 1960

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IN AND ABOUT THIS ISSUE

While we believe that public relations principles are the same whether one is with a corporation or a social agency or a trade association, there is no doubt that the nature of the organization itself produces a certain amount of specialization. Because the managements of various organizations vary in their understanding of public relations, it is sometimes useful to be specific in showing how public relations applies to a particular segment of our society.

In recent years our municipal governments have begun to realize that serving the citizens of their communities can be more effective through the use of public relations techniques. "Understanding Municipal Public Relations" (page 2) is, in our opinion, an article that can be read with profit by public relations practitioners and government officials alike. The author, **Dr. Eva Aronfreed,** is a leading authority in the field of municipal public relations. Her doctoral dissertation at the University of Pennsylvania was on the subject of public relations as a function of city government. Dr. Aronfreed was formerly associated with the Philadelphia City Planning Commission and is a Major in the Air Force Reserve as a Staff Information Officer. She is the author of "The State of Public Relations in Philadelphia" in the April, 1957 issue of The Quarterly Review.

* * *

Most of us sense that public relations (as opposed to propaganda activities) can flourish only in a free society. However, some of our critics, who ought to know better, give the impression that public relations somehow is an enemy of democracy. To establish the relationship of democracy and public relations we present the views of a distinguished British practitioner, **R. A. Paget-Cooke.** Mr. Paget-Cooke is currently president of the British Institute of Public Relations and is associated with Voice & Vision Ltd., public relations consultants in London. He was educated at Eton College and Christ Church, Oxford, and is married to an American. His article, "Public Relations—Bulwark of Democracy," begins on page 11.

* * *

In any shop talk among PR men and women the matter of press clippings services is bound to come up. And inevitably the adequacy of results will be questioned. **Harold J. Gerberg,** General Manager of Burrelle's Press Clipping Bureau for fifteen years, provides us with some specific answers to the question "Why Not Better Press Clipping Service?" (page 16). Out of his experience he offers nine reasons why a clipping bureau may not produce clippings, and ten suggestions to PR practitioners in order to get better results.

* * *

Just as the business in politics movement and public affairs is a current enthusiasm in public relations, so once was corporate giving. In the early '50s new directions opened up and many PR men have since become involved in this corporate activity. "The 'New Look' of Corporate Giving" (page 20) traces how far we have come in this field and focuses on the opportunities ahead. The author, **David M. Church,** is Executive Director, the American Association of Fund-Raising Counsel, Inc.

* * *

Anniversaries present opportunities for interpreting an organization to its audiences, public relations men remind their clients. And so, on the fifth anniversary of The Quarterly Review of Public Relations, we have changed our name, redesigned our cover, and editor **Howard Penn Hudson** looks at the years behind and ahead in "An Adventure In Publishing: The First Five Years" (page 26).

* * *

After a brief absence, **Dr. Donald W. Krimel** returns with his regular feature, Scanning the Professional Journals, (page 24). **Don Colen's** book essay is titled "The Power of Primitive Thinking" (page 32).

IN AND ABOUT THIS ISSUE * IN AND ABOUT THIS ISSUE * IN AND ABOUT THIS ISSUE * IN AND ABOUT THIS ISSUE

Understanding MUNICIPAL PUBLIC RELATIONS

by EVA ARONFREED

ABOUT 4:45 p.m. on the Wednesday afternoon before Good Friday, 1959, the Philadelphia Department of Public Health was faced with a critical problem. Only minutes before, the Federal Food and Drug Administration had notified the Health Department that an unknown quantity of frozen fluke and flounder in the Greater Philadelphia area had been poisoned by the addition of nitrate.

City officials knew the situation was grave. This day was a fast day of the Holy Week. A great many people in the area would soon be sitting down to dinner which would feature fish as the main course. Action had to be immediate.

In a matter of moments, the Health Information Officer[1] made contact with the Division of Public Information of the City Representative's Office. Division personnel took on from there. Immediate contact was made with the mass media. Almost instantly, warnings poured forth. Favorite afternoon radio and TV programs were interrupted, over and over again. Housewives preparing the evening meal listened. Through car radios, home-bound workers heard the warnings. Public eating places and hotels were alerted. Late editions of the afternoon paper carried the news. Early editions of the next morning paper carried further news. All media of mass communication continued the warnings for four more days while city officials pinpointed the source of supply and had all the frozen fish removed from the food markets in the area.

The end result was most heartening. In a population of over 4,000,000 people in the Greater Philadelphia Area, not one case of fish poisoning was reported after the first warnings.

That a great catastrophe had been averted could not be doubted.

[1] Gustave Gumpert was then Health Information Officer.

Nor could there be any doubt that the cost of operation of an organized public information function in the city was minimal in contrast to its accomplishment in the saving of lives and of many man-hours of production, and the averting of confusion and mass fright.

Had no organization existed to channel the information for warning, the result could have been appalling. City officials and administrators, with no guidance by people trained in public relations, would most likely have run into bottlenecks. The warnings would have been published, of course, but much time, the most important element in this case, would have been lost.

Municipal Public Relations Successful in Philadelphia

The public relations organization within Philadelphia's municipal administration provided an organization which, over a period of seven years, had fashioned a smooth-functioning relationship with all media of mass communication in the area. Year after year personnel had developed a competency in operational techniques that was ready for any emergency.

Surely the above experience alone would have confounded any die-hard opposition in the city to the value of municipal public relations. Philadelphia, however, is fortunate that opposition, if any, was never apparent. Since 1952 when the City Representative's office, the city's public relations arm, was established under the New Home Rule Charter of 1951, the function has been accepted as basic to the government administration, with personnel and budget to implement its operations. Public relations, however, was not new with the city, for prior to 1952 it existed in the different departments. Under the Charter it was formalized and organized and allotted appropriations for its functioning.

Philadelphia has not been alone in recognizing the importance of public relations in municipal government. A recent survey [2] reveals that, in cities of the greatest population, there has been an increase in the number maintaining full-time information offices, as well as an increase in budget appropriations supporting this function. In cities of small population, there has also been an increase in such a function in local government administrations. This same survey also indicates that most public relations programs have been in existence from only one to five years; only a very few such programs have been functioning for 20 years or more. [3]

[2] Survey initiated, developed and carried out by the Committee on Municipal Public Relations, American Municipal Association, 1959.

[3] Reported in *American Municipal News,* published semi-monthly by the American Municipal Association, October 31, 1959, p. 2.

Opposition From Government Officials and Newsmen

Enlightening though this picture is to public relations people, yet there remains a hard-core opposition to the concept of municipal public relations in the country. Strangely enough, opposition is voiced not by the general public which might be considered anxious concerning the spending of their tax monies, but by government officials and newspapermen.

One city official who was queried several years ago on the public relations function in city government said: "We felt that a public relations set-up, and specifically labeled as such, is to some extent suspect, the taxpayer feeling that tax monies spent for this purpose are actually used to promote the interest of the office holder. . . ." [4]

In another instance, in the early part of this year, the Mayor of Salt Lake City fired the city's public relations director, saying that "if a city government is any good, it doesn't need a press agent." [5]

On the other hand, the press was opposed more to the manner of operation of the municipal public relations function.[6] A report made a few years ago, but still reflected in some present-day objections, indicated that the press viewed the establishment of organized public relations with disfavor. The main criticisms concerned the lack of completeness of news released to them by public relations personnel; the lack of competency on the part of public relations people; the lack of direct access to news sources and to other city officials; and the creation of barriers rather than the removal of them in the acquiring of news.

Failure to Appreciate PR as Aid to Democratic Process

Let us look at the first type of opposition—that of the government official. In probably most of the objections of government officials there appears a sensitivity to expenditure of tax monies for public relations as an essential of government. Sometimes, officials reveal a lack of knowledge of the function of public relations in municipal administration. They fail to view the public relations function in terms of its basic importance to the science of government, its scope, its implementation, and its potentialities.

Eva Aronfreed, Ph.D., *Public Relations as a Function of City Government: A Study of Municipal Public Relations in the City of Philadelphia,* a doctoral dissertation (Phila.: University of Pennsylvania, 1958), p. 119.

[5] *Time* Magazine, April 4, 1960, p. 15.

[6] Milton Clifford Hollstein, *Attitudes of Newspapermen of the United States Dailies Toward Public Relations in Municipal Government,* an unpublished dissertation (Iowa City: Iowa State University, 1955).

By definition, public relations involves informing and evaluating public opinion. In *The American Commonwealth,* James Bryce described[7] the role public opinion plays in the government of the United States: "Towering over Presidents and State Governors, over Congress and State Legislatures, over conventions and the vast machinery of party, public opinion stands out, in the United States, as the great source of power, the master of servants who tremble before it." Many other writers, past and present, can be quoted along the same lines, all contributing to the same thought, namely, that public opinion is the vital force in democracy, for democracy is government that derives its authority from the will of the people and is, therefore, subject to the will of the people. The sovereignty of the people is the fundamental principle of democracy; the democratic process is the practical application of this principle.

The people maintain their sovereignty through such institutions as the Constitution, the legislature, the executive official, and the courts. Each of these is subjected to the control of the people through such direct and indirect expressions of public opinion as the ballot, the pressure groups, the press, and the public opinion survey.

Public officials and political powers are very much aware of the restraints on their actions arising from expressions of public opinion. Above all, public opinion is a constant reminder to the public official of his exact position as a servant of the people and of his work in relation to the general public. That many public administrators are not elected officials does not make them less conscious of their responsibilities to the people.

Many officials are so conscientious in the carrying out of their specific duties that they overlook certain additional possibilities of service to the people. To many, activities such as maintaining the streets in good repair, keeping the water supply at full capacity, operating the other utilities and public health facilities, and furthering such housekeeping duties of the cities as rubbish and garbage collection appear to complete the responsibilities of local government to the citizenry. Forgotten is the necessity to keep the people informed, to advise them of the services for their benefits, and to receive from the people information concerning their needs. The warning notices of poisoned fish by the Philadelphia city officials was as vital a part of the governmental function as the maintenance of public health facilities.

[7] James Bryce, *The American Commonwealth,* 2nd ed. (New York, Macmillan & Company, Inc., 1891), Vol. II, p. 225.

How PR Can Facilitate Good Government

By refusing to recognize the basic concept of public opinion in government, a government official makes himself susceptible to one of the most common complaints against government officials. Is the official rendering a service as an integral part of the functioning of democratic government or is he offering a service that is largely unimportant or unbeneficial to the people, but of great benefit to him to further his political career? In the case of public relations, is this service to be considered basic for the citizenry or is it to be considered for the aggrandizement of the official in control of the function? To what extent should the government administration or public official utilize public relations?

All these doubts resolve themselves into two questions: 1. Is public relations to be considered an integral service for the benefit of the people? 2. Can its use get out of control and become a weapon of power in the hands of the official or political party in power?

The first answer is obvious. The benefits need not be as gigantic as the Philadelphia experience with the food poisoning incident but they are obvious. The operations of a public relations program consist not only of the provision of information to the citizenry but also the gathering of citizen reactions through requests for information and complaints. Philadelphia's government has an office called the Mayor's Office for Information and Complaints. In addition, the different departments handle complaints and requests for information, either channeled to them from the Mayor's Office for Information and Complaints or directly from the outside. It is surprising how many such requests and complaints are handled daily, either through letter, through telephone, or in person. In addition, there are many requests for speakers to point out to various groups certain aspects of the city government and its services. Requests for speakers among high city officials are encouraged. The Mayor has two TV programs, one a monthly report to the people, the other in which he acts as a moderator for a panel of city officials and invites the audience to participate by calling in questions. The latter is broadcast only occasionally. The people thus have direct contact with the officials and can make felt their needs as well as increase their control over the way their municipal government functions.

The Question of Misuse of Tax Monies for PR

The answer to the second question—whether municipal public relations can get out of control and become a weapon of power—can only be given in terms of the human equation. If the man who operates the public

relations function is a man of honor and integrity, he will not misuse the function. On the other hand, if he should desire to misapply administration functions for his own concern, he may get away with it until he is checked by one or more of the institutions established to the maintain the sovereignty of the people.

No public administration can be divorced from politics, nor politics from public administration. To play down the importance of politics in government is to ignore the realities of any system of government, particularly that which draws its strength and very being from the democratic process.

That public officials and public administrations in power gain from the services of public relations is obviously true. The same, moreover, can be claimed in relation to other governmental services. However, it is not too often that public relations in government is used for the aggrandizement of a government official or even the party in power. Should such a circumstance become evident, certain expressions of public opinion would become operative. More than likely the press would be the first to discover the existence of such a condition. Pressure groups would organize against such a misuse of the function. The legislature could withhold the appropriations needed for the operation of the function. The election would hold a threat over such an individual. And last, but not least, such an individual can be removed from office and charged with malfeasance.

While there are cases of political "dictatorships" in many cities, not one of them is the result of the employment of municipal public relations by the official or party chief. When the successful performance of public relations activities reflects in good public attitudes towards the administration in power, the credit must be honestly earned and is only a by-product of the program, not the proper end.

Newsmen Decry Lack of PR Competence

As to the second type of opposition, the objections expressed by newspapermen towards municipal public relations is mainly caused by the incompetent operation of the function. In incompetent hands, relations between a municipality and representatives of the mass media may be poor. But as is evident in the Philadelphia municipal public relations picture, relationships can be most cordial. In Philadelphia, every cooperation is extended to the newspapers, radio and TV. All news is released to all the media, including neighborhood weekly papers. The city maintains a press room as well as a radio-tv room in City Hall for reporters covering city

governmental activities, with all possible facilities for these members of the press. Requests for information to follow up news releases or for initiating news stories are given immediate attention. Direct access to news sources or to any city official is never denied to any representative of the mass media. The Division of Public Information, in addition to releasing new releases, aids in setting up subjects for picture coverage and alerts the press and TV to these possibilities by the issuance of Press and Photo Memos. Representatives of mass media have access to all city council, commission and board meetings and are notified in advance, either by the Division of Public Information or by the agency concerned, of these meetings. No friction has ever occurred in this relationship. Thus, when an emergency occurs, the cooperation of the news media is immediate.

Low Budgets a Barrier to Better Performance

In spite of the quality of operational techniques on the part of the city government's public relations branch, the quantity of work possible is limited by budget appropriations. Although the budget appropriation for the Division of Public Information has increased from $99,000 in 1952 to $175,000 in 1959, this sum is minimal compared to that allotted to other administration services. It is about .00065 percent of the city's annual operating budget.[8] This sum, however, does not include the monies appropriated for information services rendered by the several departments and commissions having their own informational personnel; monies for the latter are included in the budget appropriations of these respective departments and commissions.

In all municipalities which have in operation a public relations function, budget appropriations are limited. For instance, Chicago's annual budget appropriation for this function is approximately only $100,000 per year. Los Angeles allots less than .07 percent of its operating budget to public relations.[9]

It is unfortunate that such monies are limited, for limited budgets are reflected in the type of personnel employed as well as the facilities and the public relations techniques utilized. Of course, the type of personnel employed is also limited geographically, since most municipal administrations are barred by civil service regulations to hire anyone except residents of their respective municipalities. In most cases recruitment is subject to local characteristics and, for the most part, is political in nature; therefore

[8] Survey of American Municipal Association's Committee on Municipal Public Relations, *op. cit.*

[9] *Ibid.*

the competency in specific jobs, such as that of public relations, may be suspect in some instances. Philadelphia, however, has broadened its scope in the recruitment of personnel for public relations positions with the city government. Residence requirements have, in most instances, been waived, although the successful competitor must move into the city within six months after entering the city's service.

Low salaries are the general rule for these public relations jobs. This is also evident in Philadelphia where the pay for public relations positions ranges from approximately $5,200 to about $10,000, encompassing the scope of different grades within this job category.

Limited budget appropriations also affect the utilization of different media of communication. The use of radio and TV, printing of materials, and the use of other informational materials cost money, ill afforded by smaller municipalities. Of equal importance to usage of communication media is the availability of such facilities. TV and radio broadcasting facilities are not available to all communities; therefore, a great number of communities would have to rely on the most available of all media—the press. And even here, many of the smaller communities have at their means only the weekly newspapers which, in many cases, excellent as they are, are limited by their once-a-week issuance.

Free Time Offsets Lack of Funds

On the other hand, governmental agencies, even in the smallest of local communities, benefit by much free time and space for news concerning governmental policies, plans, and programs. In the larger communities where radio and TV facilities are available, free time is given to government officials to effect a closer contact with their citizenry. In this respect, monies for use of such media are saved.

A type of communication coming into great use the past few years has been the annual report, either printed in the newspapers such as in large communities like Philadelphia or made into movies as in St. Louis and Dearborn.[10] In the smaller communities which can ill afford such luxuries of media utilization, the annual report is reproduced by offset or other inexpensive methods.

One weakness of the municipal public relations program curtailed by a limited budget is the failure to make an evaluation of the program. Evaluation is a necessity which many private enterprises have recognized; without evaluation, a program may be misdirected and wasteful. Municipal

[10] Aronfreed, *op. cit.*, pp. 131 and 132.

public relations programs, however, seldom include this step in the budget. Even in Philadelphia, attempts at evaluation have been at a minimum. Budgetary funds are inadequate for a survey to gauge results of a program or to seek out public attitudes. Many claim that there is no necessity for such surveys; public reactions are evident through the several methods of public opinion expression, inherent in the democratic process. This point is well taken; however, consideration must be given to the political coloration of such public opinion expressions, especially that of the ballot. True, this and the other methods of public expression are evidence of the democratic process. But such public reaction, by its very nature, provides little basis for true scientific analysis and is useless for practical purposes in evaluating and improving public relations programs.

Summary

Municipal public relations is only in the first steps of development. To make its growth rapid, to increase its stature as a valid and fundamental function within the framework of municipal government, it is necessary to create a better understanding of it by emphasizing certain requirements:

1. Bring to the attention of the general public, the public official, and the representatives of the mass media the value of public relations as basic to the democratic process, and its value to democratic government.

2. Increase budget appropriations for public relations activities to include the best of services and personnel to implement these programs.

3. Give formal organization to the public relations function within the governmental administration, with specific duties, relationships, with other functions, personnel, funds, policies, and plans.

4. Utilize professional techniques employed in successful public relations programs in private enterprise.

5. Institute within schools of public administration courses of public relations, emphasizing its relationships with other functions of government administration, its techniques, its evaluation methods, and its coordination with other social studies.

Only with such a program can municipal public relations be recognized for what it is—a device to issue information to the citizenry and to receive public attitudes—not a process for the creation of propaganda. It must not be compared to the flamboyant publicity practices associated with "show business." It must be recognized as having the basic purposes of creating trust in the public administration and facilitating the work of public officials in the performance of duties as servants of the people. ●

Public Relations . . .
A BULWARK OF DEMOCRACY

by R. A. PAGET-COOKE

MEMBERSHIP in the International Public Relations Association, bringing with it increased awareness of the growth of public relations in scores of countries throughout the free world, encouraged me to accept the invitation to write this article and entertain the hope that the thoughts of a British public relations man might be of interest to American readers.

Any article linking the concepts of "public relations" and "democracy" must attempt some definition of the two terms—not that we do not all feel instinctively that we know what they embrace, but rather because they can embrace so much; and, in the short compass of an article of this nature, it may be helpful to propose some limitations of scope.

Public relations carries with it today the implicit meaning of an *organized* activity based on a recognition of human values; and, further, it is inevitably tied up with the concept of the relationships of organizations rather than with the field of personal projection. The British Institute of Public Relations, a national body with some 1400 members in its professional and lay categories and representatives of 50 countries in membership, has long defined public relations practice as "the deliberate, planned and sustained effort to establish and maintain mutual understanding between an organization and its public." I would add only one gloss to this —for "public" read "publics." We in Britain naturally think in terms of the various and different "publics" of an organization, whether it be a commercial or industrial firm, trade association, voluntary body, professional group, government department, trade union, city government or whatever.

Behind this description of the practice of organized public relations lies an increasingly and ever more surely held belief that the public relations-mindedness of those responsible for running an organization is the *essential* condition for its public relations to have meaning and value. This "state of thought"—to use the phrase in Thomas Jefferson's mind when he first coined the phrase "public relations" in the context of his Seventh Address to Congress—is based on three fundamentals: first, a concern for truth, and for information reflecting it; secondly, a belief in the importance of the individual person, and a recognition that even small groups of any public are made up of individual persons, with rights and feelings; and thirdly, a conviction that deeds must come before words, so that an organization must deserve a reputation before it seeks one publicly.

Free Press, Elections, Speech and Assembly—Basis of Democracy

Democracy has been defined by many abler persons than the writer, and over a period of many hundreds of years. Suffice it to say, therefore, that no modern communist or dictator-ruled country today can be defined as a democracy; but, any country where there is a form of free press, established methods for the public to elect and change its government, a large degree of free speech and admission of the right of assembly must be regarded as "democratic." This applies, too, whether the governments are conservative, socialist or liberal in outlook—and even if the forms of justice do not seem, to American or British eyes, to measure up yet to the great Anglo-American traditions of the rule of law and of individual rights and liberties.

Against this background, and in the hope that the foregoing attempts at delimiting somewhat the two terms involved can be accepted, how can public relations add strength to democracy, and, if it does, to what degree and of what comparative importance is it in this context?

It seems necessary to consider for a moment, even if only in the most simplified terms, the three main factors which have contributed to the emerging concept of organized public relations. I would suggest that these are: first, the growth of bigness (in every field of organization)—with its attendant difficulties of maintaining both personal contacts and the recognition of people as individuals; secondly, the spread of education—so that more and more people everywhere are both capable of being at least partly informed (or misinformed) and also more aware of their individual importance; and thirdly, the growth in types and speed of media of communications such as the press, radio, television, etc.—with the accompanying increase in the number of "messages," of a bewildering variety,

to which individuals are exposed more and more of the time.

In these circumstances, what more natural than that there should be emerging everywhere the vague—but in some areas already crystallized—feelings of "they" and "we", the "have's" and the "have-not's", the governors and governed? There is nothing new about this situation, in one sense, for it is part of a long-established historical pattern, with countless examples in many countries down the centuries. But what is comparatively new, and a twentieth century phenomenon, is the food on which these feelings can now grow and the widely propagated and superficial attractions of a new "religion"—the doctrine of the communist state in its modern practical form.

Do PR-Minded Organizations "Teach" Sound Values?

The virtues of gradualness, the acceptance of the value of evolution rather than revolution, the willingness to think in terms of the long rather than the short view—these are attitudes which today's emerging individuals, encouraged, alas, by an all too evident addiction to sensationalism and titillation on the part of large areas of the media of communication, find it very hard to adopt. Everywhere people are increasingly ready to jump to conclusions, to be swayed by what they are easily made to feel they want to believe, to follow ideas or leaders who seem to promise a quicker route to purely material gain.

But what is important, also, to consider is whether the leaders of organizations in many fields—and particularly in industry, commerce and finance—have not also contributed to these conditions: contributed, that is, by being all too slow, in many instances, to grasp that the simple well-tried rules for personal happiness apply also to the corporate life. Why should there be, in fact, any reason to suppose that a different code of ethics and moral conduct is likely to prevail in business, when the people one is dealing with there are also individuals, as they are in private life? "Love thy neighbor" is not only a familiar religious concept to Western minds; it also remains the most practical and effective recipe for progress yet given to mankind. The reconciliation of self-interest with the public interest is both right and profitable.

The absence of evidence, all too often, that this *is* the policy of those in charge of large organizations—and, to be additionally accurate, in many instances the absence of such a policy itself—provides the richest possible ground on which suspicion, mistrust, doubt, apathy and, ultimately, hostility can be made to flourish among other people.

One other factor, too, has been perhaps insufficiently appreciated by those in control: the power of the individual person, added to that of other individuals, is greater than that of any "organization"—in the long and sometimes in the short run. As Abraham Lincoln once said: "With public sentiment nothing can fail; without it nothing can succeed."

So then, to pull together these various strands, and answer the question as to whether public relations is or can be a bulwark of democracy, the following propositions are put.

Why Truth, Individuals and Deed Matter in PR Practice

First, nothing is more powerful than truth. Being persuaded to realize unpleasant truths—for example, that various radical policy changes on profits, conditions of work and so on are badly needed—is inevitably a spur to correct such situations. The acts of correction will very quickly become known to the publics immediately concerned; and the media of communication available to an organization, properly selected and skillfully used, can ensure that other important publics are made aware of these actions.

Equally, where truth reveals that there are hard but inescapable conditions to contend with—whether it be smoke from a factory chimney that genuinely must remain smelly and dirty until new research can eliminate these failings, or the provable need for higher taxes for a time—the publics involved will face up to the challenge and accept their lot, *provided* that the truth has been unequivocally and simply given, with the reasons.

Truth is naturally hard to determine, so one must add the rider "as one sees it"; but one must also face up to the democratic need for statements of "truth as one sees it" to be publicly debated—which only makes it still more important for an organization to establish truth as thoroughly as possible, and be prepared not only to state it but also to act on its inescapable implications and make these decisions known. These surely are the advisory and executive roles of public relations in its context of part of the function of administration.

Secondly, people matter—as people, as individuals; and any organization that tries to avoid recognition of this fact does a disservice to democracy. Surely it is principally the pressure of modern conditions—in business and other fields of administration and management—which often causes the leaders to overlook the importance of the individual? Certainly it is the task of those engaged in organized public relations to see that their masters and their colleagues are not allowed to forget the human factor.

Indeed, as specializations multiply—and each becomes more complicated and advanced in its techniques—the specialists themselves are already tending to look to the public relations practitioner specifically for this guidance in recognition of human values. Thus already public relations is playing an ever-growing role in helping to prevent the growth of "we" and "they" attitudes, and broaden the opportunities not only for organizations to act as humanly as they would efficiently, but also for them to be recognized by others as doing so.

Thirdly, deeds must come before words—and not least because nowadays it is increasingly unlikely that an organization can fool many of the people any of the time. Here is a field of real danger to democracy—the temptation for the "have's", the "they's", the governors to issue high-sounding and unexceptionable pronouncements of their views on matters of public and industrial moment, without first checking up to see if their statements of principle are matched by plant practice.

Often, such an occurrence can be genuinely an error of timing—and the good intention may be settled, but not yet implemented. In either event it is certainly within the public relations responsibility to ensure that any such dangers are brought well in advance to the attention of the leaders in any field. While it may well be true that silence is no longer golden—for reasons touched upon earlier—it is always wiser to deserve a reputation before seeking one publicly.

To sum up, what other field of organized or specialized activity can discharge these tasks of helping the leaders to be concerned with truth and the active projection of the whole picture—with recognition of the importance of people as individuals—with the need to base precept on practice? Surely, these are the fundamentals and the role of organized public relations today.

Equally certain is it that democracy can only flourish, and defend its intrinsic superiority to the communist and the dictator, if these three principles are zealously safeguarded. •

* * *

Public Relations and the Presidency

"All our effective Presidents were expert at public relations, untiring propagandists for themselves and their ideas. The slickest Madison Avenue outfit is bush-league compared to Thomas Jefferson."

—PETER F. DRUCKER, "The Almost Secret Art of Being an Effective President"—*Harpers*, August 1960

Why Not **BETTER** *Press Clipping Service?*

by HAROLD J. GERBERG

THE press clipping service is an expanding and essential public relations aid. The value of press clippings is unquestioned among public relations men, as their conceivable applications are wide and varied in scope. They are most often used as a gauge in determining the effectiveness of a campaign to publicize a company, its product, or a phase of its work. They frequently provide the only tangible and conclusive proof of the efforts of public relations men and women who have spent weeks preparing material for a specific campaign.

The vast majority of the clients of press clipping bureaus are satisfied with the relationship which exists between themselves and their bureaus. There are some, however, who find themselves on occasion at a point of discord with their bureaus. This condition usually arises over the failure of the bureau to live up to the expectations of the client in regard to the number of clips received on a particular story or release. A lack of insight into the bureaus' operational procedures, and an incorrect concept of the number of papers carrying a specific column or dispatch is at least partially responsible for this disagreement. The functioning of press clipping bureaus is admittedly not infallible. However, the public relations client himself may improve the service which he receives, through some knowledge of the problems encountered by clipping bureaus.

Basically, both industries have the same objective. The public relations man wants as many clippings as possible and the clipping bureau wishes to supply them. The client naturally desires speed and accuracy in the handling of his account, and it is certainly to the bureau's advantage to perform in this manner.

Why Bureaus May Miss Clips

The client may argue that there is still too great a disparity between the number of releases sent out and the number of clips received. The clipping bureau will contend that it is impossible to assure its clients of 100% coverage because of the innumerable factors which may have an effect on its ability to recognize and mark the material. The most important is obviously the human factor. The readers in a press clipping bureau are not machines and are affected by all of the frailties which exist in our daily lives. Although reasonable allowance should be made for natural errors, there are many other conditions that may be responsible for a bureau's failure to produce the clippings. They are as follows:

1. There is the distinct possibility that even if the material were printed by various media, the keyword or key phrase may have been deleted by the editors. This would make certain releases extremely difficult to recognize.
2. Frequently, an item is used in only one edition of a particular newspaper, and currently it is not practical for a clipping service to subscribe to every edition of every newspaper in the country. Most bureaus, however, do subscribe to several editions of all the major papers.
3. The item may have appeared prior to the time the order was placed or prior to the time the bureau was advised that it should appear.
4. Occasionally, an item is printed two or three months after the bureau has been advised to be on the alert for it. Unless it is a constantly active subject in the press, the readers cannot be expected to recognize a photo or release that was shown to them months before it actually appeared in print.
5. While magazine and newspaper subscription lists are carefully maintained and checked, a certain percentage are lost in the mails despite all precautions.
6. (a) In the case of syndicated columns, a paragraph appearing in a New York City paper or in the paper in which it originated is frequently omitted in the out-of-town journals.
   (b) Syndicated columns, mat stories and feature items are often purchased in a "package deal" but are used at the discretion of the editor. Consequently, the entire column or story containing mention of the subject requested may not appear.

7. National news of importance often crowds out items of local or limited interest which would normally have been allotted space. This would affect numerous releases.
8. Despite the fact that agencies receive requests from the editors for additional information or glossy photos, later developments may preclude use of the material.
9. Last but not least, thousands of expertly written, newsworthy releases, which entailed long hours of effort and research, are lost in the mountainous stacks of publicity from which each editor must select according to his space needs.

Careful checking and back-tracking have proven that the above reasons are partially responsibile for a bureau's inability to obtain the expected number of clippings.

What then of the releases that are accepted and printed, but are irretrievably missed for unexplained reasons by a clipping bureau? This limbo of lost clips is the headache, and even the despair of the alert bureau manager. No stone is left unturned to discover the reasons for omission and to correct them whenever possible. All phases of reading techniques and procedures are continually analyzed in an effort to improve the service.

What the PR Man Can Do to Aid Clipping Service

There are several ways a client himself could provide invaluable assistance and receive a higher percentage of clips. They are as follows:

1. It is most important for him to keep in close touch with the bureau unless the account is one which is appearing frequently in the press.
2. For obvious reasons, the client should make sure that the bureau is on his mailing list for one or two copies of all releases.
3. When the publicity is going to selected media, the bureau should be so advised.
4. The bureaus should be notified if a release is to be handled in a manner different from the normal instructions placed with them.
5. A memorandum or call to the bureau is expedient when a release contains mention of a new product or new brand name. This is particularly necessary if the product may be mentioned without the name of the company. It may be advisable to add the keyword or brand name to the reader's instructions to insure that the story will be recognized.
6. A copy of a syndicated column, by-lined article, or mat story, should be in the hands of the bureau at least a few days before its

expected use. If this is not feasible, a telephone call, telegram, or note would be helpful.

7. The belief that bureaus are normally two weeks behind in their reading is no longer true. Some papers are read the same day or the day following publication, and many are read within four or five days. For this reason, a bureau must be notified of the release no later than the day you expect it to appear.
8. All orders should contain as few conditions or restrictions as possible and complete clarification is most important. Ambiguous instructions make it necessary for the reader to interpret them according to her judgment, which may not be what the client intended.
9. Immediate examination of the first few shipments of clippings is recommended for any evidences of misunderstanding.
10. A personal visit to the bureau will serve two purposes. Your order can be discussed at length and you can observe first hand the bureau's operational procedures.

Once again, it must be emphasized that the press clipping bureaus are keenly aware of their responsibilities. While it is granted that there is still room for improvement in press clipping services, the bureaus are wholeheartedly maintaining a constant and vigorous effort to improve their efficiency. With complete cooperation and better understanding between the public relations profession and the press clipping industry, their common objectives can be more readily achieved. •

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Back Issues Available

In connection with its Fifth Anniversary, The Quarterly Review is making available to its readers back issues of the magazine at reduced rates. Copies of the following numbers may be ordered, while they last, at fifty cents each:

Volume 1, Nos. 4 and 5
Volume 2, Nos. 2 and 3
Volume 3, Nos. 1, 2 and 3
Volume 4, Nos. 1, 2, 3 and 4

Payment must accompany order, minimum $1.00.

Address The Quarterly Review of Public Relations, P.O. Box 114, Springfield, Virginia.

The New Look of CORPORATE PHILANTHROPY

by DAVID M. CHURCH

NOW that corporate philanthropy has a firmly established rationale, it is undergoing extensive changes both in scope and method.

The record $526,000,000 given by corporations last year serves as a good illustration of the tremendous change in scope which corporate giving has undergone since 1940 when contributions amounted to $33,000,000. This increase is even more remarkable when we consider that corporate philanthropy has only had generally accepted legal foundation since 1953. No wonder that fund raisers regard business giving as having tremendous promise.

Despite the increase to date, this "pot of gold" has hardly been nicked. Internal Revenue Service figures for 1957-58 show corporation giving at 0.92 percent of net income before taxes. If the 940,147 reporting corporations had made contributions equivalent to the allowable five percent deduction, the total would have amounted to more than $2,253,000,000—a considerable increase.

Today, rather than giving by whim or other wasteful methods, more and more company giving is considered "investment" instead of charity and treated as such.

It is understood that business giving should serve the broad self-interest of the company. These interests may vary from the maintenance of a "corporate image" to providing direct benefits for employees. For example, a contribution to the local hospital fund where a branch plant is established benefits the company's employees, its community relations program, and the hospital.

What lies behind the new look—the thoughtful corporate philanthropist—is the acceptance by business of some form of corporate social

responsibility. Simply, this means recognition by management that it has an obligation to benefit the community, or way of life, which succors it.

The extent to which a company's giving program is administered by its public relations department, depends largely on the understanding and ability of public relations executives to administer the program wisely. Keeping abreast of those areas of philanthropy which best serve the company's interests is vital to that task. Not only is the scope of support changing rapidly, but so, too, is its direction.

Health and Welfare Favored

In keeping with the needs of the times, the bulk of corporate support has been primarily directed toward health and welfare causes. These causes are consistent with both the national and local interests of most corporations. They provide a broad base of public assistance in line with a company's national interests, and they offer opportunity for community benefactions which help serve the needs of plant employees.

Until very recently corporate giving programs showed little originality. This picture remained static until the so-called "crisis in education" of the early '50s. New directions for corporate philanthropy opened and the opportunity for venturesome thinking emerged. The change in patterns of giving produced were slight but nonetheless indicative of a new trend.

The third biennial survey of the Council for Financial Aid to Education reveals that gifts by business corporations to education increased 149.7 percent in the five educational years before 1959. Business giving to all education may be estimated at close to $150,000,000 in 1959-60.

There are some indications of a change in corporate policy regarding gifts to religious causes. Corporations which regard religious giving as a "purely personal matter" are not always aware of the broad educational and welfare services performed by national religious groups.

Religion received an estimated 50 percent of the $7.8 billion given for all philanthropy by individuals and corporations in 1959. This giving had a broader effect on more people than any other philanthropic service. There are more than 450 church-related colleges which are partly or wholly-supported by religious organizations, and there are thousands of church-supported clinics, hospitals, and other medical facilities.

Church Contributions

Over 1600 corporations, including more than 100 of the largest, contribute to the National Council of Churches, for instance. A wholly-Protestant organization, NCC is active in many program areas independently

at the local, regional, national, and international levels. Its work embraces 35 million members. In the broad interests of corporate opportunity, organizations affiliated with the Catholic Church and the numerous federations of Jewish philanthropies, provide a rich opportunity for support.

A major outgrowth of the development of corporate support is the company-sponsored foundation. The growth of this source of funds is phenomenal. It is further evidence of the serious and permanent consideration corporate philanthropy has earned.

Frank M. Andrews' "Study of Company Sponsored Foundations" gives evidence that this social body is an outgrowth of the new corporate rationale. Studies show it is one that reflects the genuine desire of corporations to contribute sensibly to worthy causes. The creation of company-sponsored foundations serves to bring about a stable policy of giving rather than one affected by a company's economic fluctuations. It has been further found that during a good year, the usual practice of companies with foundations is to supplement foundation giving with company gifts as well.

There are now more than 7,000 such foundations. New ones are springing up daily. During the last ten months the Internal Revenue Service recognized 319 new company foundations, and so the number grows.

Company foundations demonstrate their advantages through the establishment of:

1. Formal policy
2. An annual budget
3. Established restrictions
4. Greater flexibility of practice
5. Greater originality.

One additional foundation advantage well worth mentioning is the favorable application of existing tax legislation.

Changes in Methods

Today changes are apparent in methods of giving. These include the greatly extended use of in-plant solicitation by United Fund and Community Chest organizations, and more recently, the growth of matching-gift programs. In-plant employee giving is known to constitute approximately 60 percent of the totals of United Fund and Community Chest campaigns.

There are now nearly 100 corporations which have programs of

matching gifts of employees. General Electric Company, for instance, has in the past five years distributed $1,100,000 to some 450 colleges and universities to match the gifts of G.E. employees.

The framework of corporate giving is sufficiently flexible today to resolve such past headaches as multi-plant giving. Many firms provide branch plant managers with a discretionary fund to be dispensed locally to hospital, health, and local causes within the framework of the company's policy but without home office clearance. Such sums may vary from $500 to $5,000 per year, the amount largely dependent on the overall support program. Evidence of the increasing flexibility of corporate giving policies in many corporations with leadership programs is the willingness to augument local giving by application to the home office.

Now that corporations realize their giving programs can reasonably assume responsible objectives, the criteria for judging requests for corporate gifts has become more responsible. The soliciting agency's objectives are given careful scrutiny; so, too, its ability and need to serve the cause it sponsors, its efficiency and management, its methods of solicitation, and its promotional practices and auditor's reports.

Standard questions raised by corporations in evaluation requests for contributions include:

1. What is the social responsibility of the donor company?

2. Is the proposed program wisely planned and does it aim to solve the problem rather than merely alleviate?

3. Does the project have public acceptance?

4. Is the project wide in its benefits? Will it help all classes of people? Does it duplicate any other services?

5. Is the project directed by an organization with a sound record, and recognized leadership?

6. Is there evidence of sound management for the project?

The area for philanthropic service is expanding yearly—the population of the United States increases every 11 seconds. To meet this need, 11,664 voluntary hospital beds are needed annually; 6,000 new churches are needed yearly; institutions of higher learning will need $2 billion a year from private sources.

The times require American business to search out new opportunity in the fertile field of philanthropic development. In the words of W. Homer Turner, executive director, United States Steel Foundation, ". . . corporate philanthropy is as yet a young branch on the tree . . . " ●

scanning the professiona

HOW EDITORS CAN LIVE LESS DANGEROUSLY

"Pre-testing Editorial Items and Ideas for Reader Interest," by Jack B. Haskins, Curtis Publishing Co., Philadelphia, in *Journalism Quarterly*, Vol. 37, No. 2.

Jack Haskins is a member of the relatively new group of social scientists who specialize in research about communications; currently he plies his measurement trade as a senior research executive with Curtis. Using issues of Curtis' *The Saturday Evening Post* and *Holiday*, Haskins has pursued a favorite theme of his in refining a pre-testing interest-rating scale for the magazine's prospective articles.

Post-publication interest-testing is an old story, of course, and Haskins' method parallels it in part. Post-testing mainly makes a contribution to the editor's general bases of judgment, however, whereas accurate pre-testing allows precise selection of interesting articles and elimination of uninteresting ones. Pre-testing seems obviously preferable—if it can be done accurately.

Haskins decides what public to test (current subscribers or a specific group of potential subscribers, etc.), then selects a sample panel from the group. Article title and author and a brief, subtitle-type description of the piece are given, and the subject's rating of his probable degree of interest is placed on a 1-100 scale. Interviews or mail surveys can be used successfully as the means of approach to the respondent.

Haskins has checked his pre-test ratings carefully against actual reader response to the rated articles as they appeared eventually in the Curtis magazines. Predictions were within 6% of actual item readership, on the average. Many a public relations man, especially if he publishes house organs, could find profit in the Haskins technique.

FIRST CLASS MAIL CAN PAY

"Type of Mailing and Effectiveness of Direct-mail Advertising," by Lee W. Cozan, U. S. Department of Health, Education, and Welfare, in the *Journal of Applied Psychology*, Vol. 44, No. 3.

Several years ago, a carefully conducted study indicated that the color of stationery used did not significantly vary the effectiveness of direct-mail advertising. Now the results of a similar experiment suggest that use of first-class postal services can be more effective, and ultimately more economical, than use of third-class mail in direct-mail advertising.

The product advertised in this case was a professional, technical periodical.

nournals

Each quarter Dr. Donald W. Krimel selects items from the various professional journals in the social sciences which have implications for the public relations field.—Ed.

The target public was composed in the main of psychologists, personnel administrators, and librarians. Materials mailed were identical, with postal rate the only variation.

Of 10,000 persons contacted by first-class mail, 520 subscribed to the periodical. When third class mail was used in contacting a similar 10,000 persons, only 230 respondents asked to subscribe.

It seems clear that the publisher's return on his direct-mail investment is greater, under these conditions, when he uses first-class mail. Whether this would be true for a direct-mail user trying to sell washing machines to housewives is open to question, of course. Many direct-mail users are known to have experimented in a manner similar to that reported by Cozan. Few, unfortunately, have been as careful in method or as generous in sharing of the knowledge gained.

"I KNOW YOU DISAGREE WITH ME — BUT . . . "

"Opinion Change as a Function of External Commitment and Amount of Discrepancy from the Opinion of Another," by Milton E. Rosenbaum and Douglas E. Franc, State University of Iowa, in the *Journal of Abnormal and Social Psychology*, Vol. 61, No. 1.

Read the psychologists' professional journals, and you may get the impression that students in today's psychology classes are more used than instructed. So often the poor souls whose responses are recorded are "400 students in an introductory psychology class." (In the jargon of the journals all such Subjects are referred to with lofty impersonality as Ss, of course.)

The professors are making do with what they have, however, and we must hope that there is at least some small validity in the presumption that what is found true of a group of captive classroom Ss is significantly applicable also to mankind at large or to the public troubling a public relations man this week.

Methodically prodding their student Ss, Rosenbaum and Franc tested the idea that if you tell a man it is understood that he has a certain opinion about a matter—and if he actually holds that opinion—then it becomes harder to sway him to an opposing opinion about that matter. They found that hypothesis to be true.

Their tests indicated, however, that if an opinion other than the one actually held is attributed to a person, the possibility of changing his opinion on the matter increases. A father might gather that he should say to his spinach-hating son not "I know that you don't like spinach, but . . . " but rather "I know you like spinach, so . . . ". Somehow it seems that much might depend on one's previous relationships with the S.

AN ADVENTURE IN PUBLISHING

THE FIRST 5 YEARS

by HOWARD PENN HUDSON

FIVE YEARS AGO this month Volume 1, Number 1 of *The Quarterly Review of Public Relations* made its appearance, the first and only quarterly periodical in the United States to be devoted solely to the field of public relations.

If the editors had known the nature of the safari they were to undertake, perhaps they would have begged off, thus missing out on an adventure in publishing which has had far-reaching consequences. Not that what success we have had is spectacular, nor that our impact has been overwhelming.

The Quarterly Review is still a "little" magazine, not fully known in its own field. But a perusal of the contents of the first twenty issues reveals that some permanent contributions have indeed been made to the literature of public relations.

This seems an appropriate time, then, to set down briefly the origins of this undertaking. The skeletal details are these.

In the Beginning

The story starts in 1954 when John H. Smith, Jr., then president of the American Public Relations Association, appointed a publications committee consisting of Howard P. Hudson, chairman; Charles D. Brown; Alphons J. Hackl; and Edwin C. Kepler. The first meeting of this committee was held in August of that year, and the purpose was to recommend to APRA a publication.

The committee decided to recommend a quarterly publication for the following reasons: To further APRA's objective of providing useful and educational material to members. A quarterly, by its nature, lends itself to this type of material. No quarterly existed. A quarterly could be handled by a volunteer staff.

After studying existing publications in the field, and other professional publications, the committee decided that there must be continuity of editorship in order to grow in a definable direction. That continuity, they felt, could be given best by working PR practitioners who in turn would gather their material from other PR practitioners. This is in the professional tradition.

In the original recommendations to the APRA Board of Directors, the committee proposed that the magazine . . .

> "attempt to provide a needed source of information and thinking about public relations problems and an outlet for expression by practitioners and students. By its nature, a quarterly will seek material of lasting, rather than transitory value. There will be no news notes, no personal items about members. The editor and the staff should have control over the content. This will be a journal open to all in the field of PR, not a house organ."

It should be added parenthetically that it is to the everlasting credit of the APRA Board and its successors that the magazine has never been used as a "tool" of the organization, and there has never been censorship of articles. This basic understanding of the nature of publishing professionally has created the right climate for growth. The Association's wise aim has been to serve its members and the field of public relations, asking as its reward only the satisfaction of this service.

By the following April the committee made its full report, complete with dummy, for the first issue. In keeping with the modern field we resent, we recommended that our printing process be photo lithography, with composition by Fotosetter, and the type face, the recently designed Times Roman. The proposal was accepted and the committee, perhaps exhibiting more enthusiasm than good sense, volunteered to staff the publication for the first year.

The Early Years

For the first couple of years the most difficult task was to get any two editors to agree on any given manuscript. All day meetings were held on Saturdays as we painfully tried to understand what we were attempting

to do and to learn to work together. The editor had it made abundantly clear to him that he had not collected a staff of "yes men" and it is this independence of thought which has contributed to the advance of the publication.

From the very beginning the magazine had a non-APRA subscription list, for the publication was designed from the outset to serve the entire field. (Thus *The Quarterly Review* is not, and never has been, the "official" publication of APRA.) Today the breakdown of readers covers a wide range of categories and geography—public relations executives, counselors, top management, teachers—in all parts of the United States and in many foreign countries.

We Change Our Name

The magazine was born with the name *pr, The Quarterly Review of Public Relations.* In practice the lower case *pr,* useful as a design on the cover, has proved confusing. As of this issue we break with the past with a new cover which establishes clearly, we hope, that this magazine is called *The Quarterly Review of Public Relations.* (QRPR if you must have initials).

Our New Corporate Structure

As the years rolled on a decision was reached whereby there was established on June 19, 1959 the PR Review Publishing Corporation. APRA holds fifty percent of the stock, with the editors and other members holding the balance. The Corporation provides the magazine to APRA members under contract, thus assuring APRA that the magazine will continue without the administrative headaches which associations often encounter in volunteer staff publications. The Board of Directors which governs the Corporation consists of Charles D. Brown, H. Walton Cloke, Alphons J. Hackl, Stanley G. House, Howard P. Hudson, Kenneth Kefauver, Edwin C. Kepler, James L. Macwithey, John H. Smith, Jr., and Gregor Ziemer.

A Look at Our Field

In examining the field of public relations in which we operate, the editors have been amazed at the lack of communication among public relations practitioners. In the established professions, and in management itself, there is tremendous use of the printed word. Doctors, lawyers, educators feel a professional obligation to publish, and they glean up to date information from professional publications. Yet we, the professional communicators, have only a weekly newsletter, a bi-weekly newsletter, a monthly, and a quarterly, plus some specialized letter-type publications.

Contrast this with the field of psychology alone in which there are some 600 periodicals around the world.

The Role of the Quarterly Review

What is distinctive about *The Quarterly Review?* How do we see our role in the field of public relations?

First, we ignore the immediate and the trivial, and attempt to concentrate on the fundamental and, we hope, the timeless. We are striving to improve the quality and quantity of periodical literature in the field.

We have a great enthusiasm and much curiosity about public relations and its future. It is our belief that our day to day progress will be made through periodicals like this one. Our pages are open to those who wish to express various points of view on basic public relations issues. We attempt an orderly approach to these basic issues so that our readers will have the evidence laid before them, the better to obtain considered judgments on these great questions.

We have seen no group gain professional stature without a free sharing of knowledge, and a willingness to put this knowledge into the permanent form that only the printed word can give. In fact, we have often said that the printed word is the mark of a profession. It is our aim, then to help provide a vehicle for public relations which will serve as an international periodical of communication for the great majority of high minded and thoughtful men and women who are in our field. And we hope to provide material that will give life and meaning to students' formal classroom work.

We do not intend to provide an elementary course in public relations. There are sufficient basic texts available to help the newcomer. Our aim, rather, is to raise the level of understanding.

What Have We Accomplished?

What do we think we have accomplished thus far? We must stand on what we have printed, and to that end offer the following illustrations of our objectives:

Social Sciences: From the start we have attempted to interpret the social sciences to our readers. We began with an interview with Edward L. Bernays, "What Do the Social Sciences Have to Offer Public Relations?" January 1956. We followed this with a review of what the professional journals in the social sciences can do for the PR practitioner, "A Guide to the Professional Journals," Donald W. Krimel, April 1956. This resulted in the continuing feature, "Scanning the Professional Journals" in which Dr.

Krimel presents the essence of social science articles which may be useful.

Case Histories: We have drawn on the APRA Silver Anvil Award case histories for interpretative articles. These include "Columbia's Magic Bicentennial Theme," Louis H. Bell, October 1955; "Bridgeport Brass Tames a White Elephant," Alan Scott, July 1957" and "Influencing a State-Wide Public," Raymond Simon, January 1959.

Government: Various aspects of the role of the government in public relations practice were examined in such articles as "The PR Approach to Government," Bert C. Goss, July 1956, and "The Impact of Government on PR Practice," Thomas W. Miles, April 1958.

Research: There is a shortage of competent research report articles. We mention here two recent efforts, "The Impact of Multiple Communication," J. Carroll Bateman, October 1959, and "Researching the Corporate Image," James A. Bayton, in the same issue, as well as "Some Methods of Measuring Press Attention," Huntington Harris and Paul M. Lewis, October 1955.

Education: We have tried to bring our readers an understanding of the fundamental problems about educational preparation for PR. To that end Dean Brodshaug and Professor Cutlip have described their concepts of training for PR, in "Education in Public Relations, Melvin Brodshaug, January 1956, and "Public Relations Education: Where We Stand," Scott M. Cutlip, October 1956.

Placement: The realities call for practical discussions of the job situation. Two experts in placement have given down to earth appraisals, in "Getting a Job in PR," Edwin Stern, January 1957, and "A Need for Better Employee Relations," Henry Schapper, January 1958.

How To: We believe there is a definite place for the "how to" article, although not at the level of "how to write a press release." Some articles in this category include: "How to Charge a Client," Farley Manning, January 1956; "What Every PR Man Should Know About Free Lance Writers," Morton M. Hunt, October 1956; "21 Points to Watch in Choosing Media," Stewart Harral, January 1958.

Issues and Opinion: There are certain unresolved issues in the public relations field which need clarification, and it is stimulating to obtain the thoughtful opinions of practitioners in the field. In this category are such subjects as licensing, examinations, professionalism, corporate image, third party techniques. There are many examples of our efforts in these areas including: "A Philosophy of Corporate Public Relations," an interview with Earl Newsom, April 1957; "Are Examinations the Path to Pro-

fessional Status?," Hal D. Steward, October 1957; "Notes on Judge Clary's Opinion," Edwin C. Kepler, July 1958; "Building a Favorable Corporate Image," William H. Dinsmore, January 1959; "PR Is Ready for Professionalism," Paul Cain, July 1959; "Psychological Drives Behind PR," David Finn, April 1959; "Was Mr. Vanderbilt Right?" William L. Safire, January 1960, "We, Too, Need a Public Relations Program," Richard A. Stimson, Spring, 1960, and "Impressions at Fifteen," an interview with Denny Griswold, same issue.

PR Classics: Because a lot of valuable material from the early days of public relations is out of print, we have begun an occasional series of "PR Classics" so that today's practitioner can understand his heritage. Included thus far have been pieces by David Lawrence, "Industry's Public Relations," January 1960 and Paul Garrett, "Public Relations—Industry's No. 1 Job."

International: This growing new field has been developed in articles by David L. Lewis, "International Networks: PR's New Golden Age," October 1957 and Arthur Reef, "International PR for American Companies Abroad," January 1960.

City and Regional Studies: What goes on in public relations in various parts of the country is vital to an understanding of our field. Hence we have profiled Washington, D. C., Philadelphia, and Texas in "The Anatomy of Public Relations in Washington," Robert L. L. McCormick, January 1957; "The State of Public Relations in Philadelphia," Eva Aronfreed, April 1957; "Public Relations in Texas," Alan Scott, October 1958.

Public Affairs: The business in politics movement has brought a new group within our field, the public affairs officers. We have covered various facets of this development with authoritative articles by John B. Halper, "Public Affairs—Management's Fastest Growing Relation," January 1960 and George Romney, "Danger: Citizenship By Proxy," Summer 1960.

Book Reviews: We have attempted to provide the only full coverage of books in public relations and of allied interest. We believe that in Don Colen we have the most stimulating reviewer in the field.

The Future

Our goals for the years ahead include improving the quality of our articles—injecting more healthy controversy—continuing our examination of the great issues in our field—speaking our minds editorially when we think we can be constructive—serving our readers with information of practical value.

As a general proposition, we intend to boost the use of periodical publications as valuable tools for all in public relations. We fail to see how anyone in public relations can ignore this mine of useful information. Through a full use of our periodicals, we have a medium of communication that overcomes geography and time.

As a publication with no axe to grind except the advancement of public relations, *The Quarterly Review of Public Relations* is proud to be a part of an exciting new field which holds so much promise and capacity for service to mankind.

One final point. No publication can survive without the cooperation of a printer. For our design, layout, and all printing problems we have relied on Colortone Press, and we are grateful to them. Nor would a five year review be complete without public acknowledgment to the loyal, volunteer staff members of the magazine * who, by their joint efforts, are *The Quarterly Review of Public Relations.* I shall always be in their debt. •

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* Readers may be interested in knowing the business affiliations of the public relations professionals who staff *The Quarterly Review.* In order of their appearance on the masthead, they are:

HOWARD PENN HUDSON, *Director of Information, National Planning Association, Washington, D. C.*

EDWIN C. KEPLER, *Consultant, Business Climate Development, General Electric Co., New York*

CHARLES D. BROWN, *Director, Program for Progress, Regular Common Carrier Conference, American Trucking Associations, Inc., Washington, D. C.*

DR. DONALD W. KRIMEL, *Assistant Director, Secretariat, U.S. National Commission for UNESCO, U.S. Department of State, Washington, D. C.*

J. CARROLL BATEMAN, *General Manager, Insurance Information Institute, New York*

CHESTER BURGER, *President, Communications Counselors, Inc., New York*

JOHN H. SMITH, JR., *Senior Associate, Howard Chase Associates, Inc., New York*

HAL D. STEWARD, *Lt. Col. U.S. Army, Fort Leonard Wood, Mo.*

ARTHUR REEF, *Executive Vice President, Barnett and Reef, Inc., New York*

DON COLEN, *Analyst, Public Issues Analysis and Presentations, General Electric Co., New York*

GERSHON KEKST, *Ruder & Finn Field Network, New York*

ALPHONS J. HACKL, *President, Colortone Press, Washington, D. C.*

THOMAS W. MILES, *Public Relations Counsel, Washington, D. C.*

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BOOK REVIEWS

- **THE EFFECTS OF MASS COMMUNICATION**
  By JOSEPH T. KLAPPER
  The Free Press, Chicago, 1960, $5.00

- **THE WASTE MAKERS**
  By VANCE PACKARD
  David McKay, New York, 1960, 327pp, $4.50

THE POWER OF PRIMITIVE THINKING

In a performance uncomfortably reminiscent of the Moscow trials of the Thirties, Dr. Norman Vincent Peale, author of such non-books as *The Power of Positive Thinking* (sales: 2,000,000) stood up before some 4,000 members of consecutive congregations on Sunday, September 18, characterized himself as "unwise . . . willy-nilly . . . sometimes mixed up" and revealed that he had "never been too bright anyhow." Dr. Peale was explaining his involvement in the publication of a statement that was widely blamed for deliberately injecting religion into the political campaign.

To be sure, Dr. Peale's *mea culpa* was obviously not uttered under threats of execution or forced labor; rather, it is publicity that seems to have made Peale perspire. In explaining his curious excursion into what has been described as a "disservice to our country and Christianity," Dr. Peale wrote: "I was so distressed by the inadvertent injection of myself into political publicity, which actually is contrary to my own nature, that I completely isolated myself from the press for fear I would only make matters worse by anything I might say."

The importance of this incident for public relations is not, from a technical standpoint, whether Peale might have handled himself more expertly (despite some reasonable successes, public relations is thankfully no Professor Higgins). Instead, the cries and fall of Dr. Peale should raise a number of questions about the effect of mass communication.

Who Listens to Whom

Peale had originally issued a statement that was obviously expected to have an effect on the outcome of the election. Within a week of almost daily publicity, Peale's statement backfired, nearly blowing the good doctor off his pulpit. No attitudes had been changed, a good deal of hostility had been engendered. What had happened? Is it true, as Bernard Berelson wrote in 1948: "some kinds of communication on some kinds of issues, brought to the attention of some kinds of people under some kinds of conditions, have some kinds of effects?" Joseph T. Klapper in *The Effects of Mass Communication* thinks not. Indeed, by way of reply to Berelson, Klapper believes "that we already know a good deal more about communication than we thought we did and that we are on the verge of being able to proceed toward more abundant and more fruitful knowledge." His book is a remarkably able and indispensable summary of what is known about the effects of mass communication.

Basically, Klapper has summarized the more important findings of research into the effects of mass communication and drawn a series of conclusions that should startle a number of public relations practitioners who are spending millions essentially to talk to themselves. Part I outlines the plus and minus of mass communication as a persuasive agent.
For example:

- "Mass communication ordinarily works through mediators, rather than producing direct effects and that the mediators themselves tend to render mass communication an agent, but not the sole cause, of reinforcement rather than conversion.
- "For much of the audience, the controversial program [TV] may well serve to reinforce some taste or behavior pattern rather than provoking a weighing of ideas.
- "Persuasive mass communication, in general, is more likely to reinforce the existing opinions of its audience than it is to change such opinions.
- "Opinion leaders frequently exercise their influence in favor of constancy and reinforcement.

- "Facts may be successfully communicated without producing the opinion changes which they are expected to produce.
- "Communication is extremely effective in creating opinions on matters about which the audience is unlikely to have pre-existing opinions."

In Part II, Klapper brings together what is known about the effects of certain types of media material. And again his conclusions ought to compel public relations practitioners to re-examine some badly worn rules of thumb:

- Despite John Crosby's small war with NBC, "research has not yet produced a socially meaningful answer to the question whether violent media fare [TV mayhem, lurid comics] is socially undesirable to a significant extent.
- "Escapist fare [soap operas] is not a prime cause of any particular way of life but that it rather serves the psychological needs and reinforces the ways of life already characteristic of its audience."

These conclusions are only a sample of what is a remarkable performance on two counts: (1) as a workable digest of material that is altogether indigestible to the layman and (2) an extraordinarily perceptive set of generalizations about the state of mass communication. *The Effect of Mass Communication* ought to be read by anyone in public relations. It needs to be read especially by Vance Packard.

The Consumer Manifesto

What economist Joseph Schumpeter described as "the process of creative destruction" and the less erudite call "planned obsolescence" is the primary concern of *The Waste Makers,* Vance Packard's latest volume in the phrasemaker series. In chapter after chapter—250 pages of them—Packard goes after the swift obsolescence of cars, appliances, installment buying, the waste of national resources, fashions, packaging, disposable products and anything else that changes. And Packard has a case. There is waste, enormous waste in consumer goods today. Everyone has at one time or another been stuck with a lemon. But the fact remains that ours is far from an economy of lemons and Packard's repetitious catalog of examples bores quickly. Indeed, there may even be some question of accuracy.

Bringing his biggest batteries to bear against what he calls a "craving for convenience," Packard writes: "A company called Standard Packaging, which specializes in making 'disposables' tripled its sales in four years to become a hundred-million dollar corporation." Standard Packaging did no such thing. According to merchandising expert Carl Rieser

("Standard's Overstuffed Package," *Fortune*, September 1960) Standard multiplied its total sales by buying other companies.

It is only in the last 75 pages that *The Waste Makers* begins to make sense. Had he thrown out the first 250 pages, the result might have been a thoughtful Consumers' Manifesto. Ultimately, Packard gets around to a plea for grade labeling, quality control in consumer goods where it is applicable, a Department of Consumers in the cabinet and for more support of independent consumer organizations. As Galbraith has pointed out, the consumer represents one of the important countervailing forces in the economy. He gets some protection by proxy through the efforts of large retail chains; eventually he may have to organize for himself. One certainty: he will get little help through the route of Packardized exaggeration. For the effect of *The Waste Makers*, as Klapper would probably agree, will be to confirm existing opinions, and that, because of its exaggeration, among only a small lunatic fringe.

—DON COLEN

Reviews in Brief

PUBLIC RELATIONS AND MANAGEMENT
By DAVID FINN
Reinhold Publishing Corp., New York, 1960, 170 pp., $4.50

To those in management and the press who have their fingers still crossed about public relations, this brief book should answer their questions. The author, who is president of Ruder & Finn, Inc., paints a picture of public relations that will appear lifelike to practitioners in the field.

The credibility of the book stems from Mr. Finn's willingness to face weaknesses in public relations, as well as strengths, and to make constructive suggestions. For instance, he points out that public relations is totally lacking in "a systematic approach to knowledge as is found in most other professions. There is no methodology to play the role of logic and

historical precedent in law or the role of science in medicine. Therefore, the practice is still based largely on individual experience. Each practitioner learns the techniques by employing them himself, and knowledge is hard to transfer effectively."

He sees the modern public relations practitioner as a hard-working craftsman who can make a contribution to the advancement of a client only by painstaking efforts and digging for facts. Concrete results can be expected from this process, but no miracles.

The author's faith in the future of the field is expressed in his statement that "This sense of being on the verge of discovery has created a growing excitement which is transforming the practice of public relations in our day into an intellectual, moral and creative challenge characteristic of a great pioneering venture."

PR people are bound to benefit from a knowledge of Mr. Finn's views on such matters as counseling, working with the press, corporate communications, public service activities, public relations advertising, and evaluating effectiveness. But perhaps the greatest contribution of this book is the excellent ammunition it provides us in interpreting public relations to members of the press and top management.

HANDBOOK OF PUBLIC RELATIONS

Edited by HOWARD STEPHENSON
McGraw Hill Book Company, New York, 1960, 875 pp., $12.50

Here is a concise, practical presentation of public relations fundamentals, methods, and programs compiled by 29 well known practitioners under the skillful guidance of Howard Stephenson, president of Community Relations, Inc., and Professor Emeritus of Public Relations, Boston University.

The newcomer, or the specialist called upon to enter new areas, will find helpful guidance to such phases of public relations as planning policies, setting budgets, managing the staff, using research and the various media. And the experienced practitioner is bound to find some useful ideas.

The book is well organized for ready reference. For illustrations, it draws upon plans and programs which have proved effective for major organizations such as Standard Oil (N.J.) and the Ford Motor Company. In addition to corporate examples, there are chapters on such specialties as trade associations, municipal governments, the military, public school systems, philanthropy and welfare, and small business.

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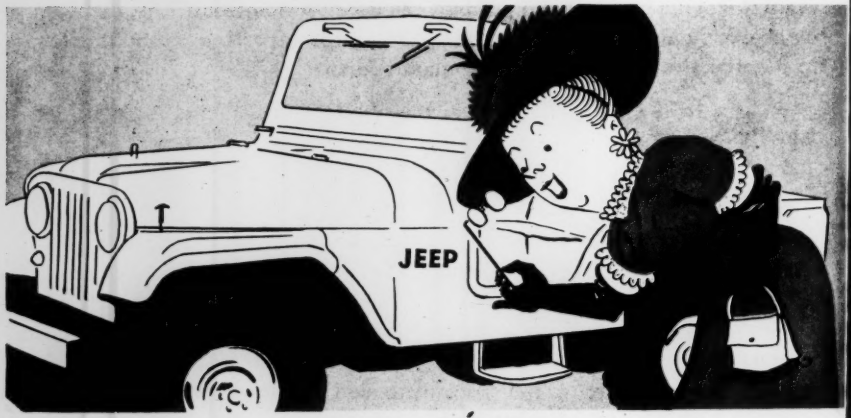

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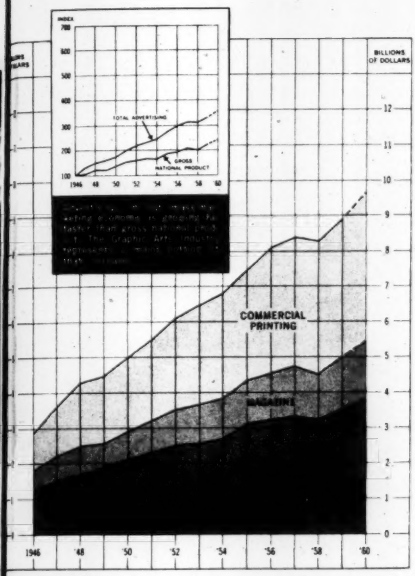

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